

## Job Description

<b>Job title:</b>	Assistant Director – Strategic Projects and Property	
<b>Grade:</b>	15 (indicative)	<b>Post number:</b> 002418
<b>Directorate:</b>	Housing and Land	
<b>Unit:</b>	Strategic Projects and Property	

### Job Purpose

Reporting to the Executive Director of Housing and Land, the Assistant Director for Strategic Projects and Property is responsible for the management and development of the GLA's 600ha strategic land and property portfolio; all CPO activity; senior level technical and professional property advice; and the management of all related procurement matters, including the London Development Panel.

### Principal Accountabilities

1. Lead and co-ordinate the professional property advice required by the H&L directorate and the wider GLA
2. Overall responsibility for the effective and efficient management of the GLA's land and property assets, including all relevant budgetary and performance obligations including regular and accurate reporting to the Executive Director, the Housing Investment Group, Investment & Performance Board and Homes for London.
3. Provide effective leadership, direction and management to the SPP team
4. Lead responsibility for the GLA's London Development Panel and all associated relationships with the wider GLA group, Boroughs and other relevant organisations
5. Provide leadership and direction for all the GLA's major land and development projects, ensuring that these are delivered to the highest standards
6. Close liaison and advice on major projects and other development matters across the H&L directorate and especially to the area teams including responsibility for special projects and initiatives as required
7. Lead responsibility for the GLA's CPO portfolio, ensuring close and effective liaison and direction to TfL's CPO service team.
8. Work closely with the Executive Director, including deputising for him when necessary
9. Close liaison and advice to the Mayor's Office, especially with the Deputy Mayor for Housing, Land & Property

10. Work closely with senior colleagues in TfL, the Metropolitan Police/MOPAC, LFEPA to ensure close co-ordination of land, property and development activity across the GLA Group, including responsibility for the Mayor's new Single Property Unit.
11. Take an active leadership role in representing the GLA externally, and work closely with London Boroughs, developers and others
12. Provide leadership and contribute towards policy development and best and in property, development and procurement matters
13. Manage staff and resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards
14. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

### **Key contacts**

**Accountable to:** Executive Director, Housing & Land

**Accountable for:** Head of Land, Estates & Property Services; 3 x Senior Development Managers; CPO Manager

**Principal Contacts:** Mayor's Office; London Boroughs; Development Partners; Central Government; Professional & other Stakeholder Bodies

### **Scope**

- The post holder has responsibility for stewardship, safe management and development of the GLA's land and property portfolio of c600 hectares.
- The strategic projects portfolio numbers around 20 and includes some of London's largest and most complex development projects, including the Greenwich Peninsula; Barking Riverside; Royal Docks; Blackwall Reach; Beam Park and Cane Hill Hospital.
- He/she will be responsible for the scoping, development and management of the Mayor's new Single Property Unit, bringing together all of the wider GLA group's land and property interests to support regeneration, housing development and economic growth.
- The budgetary responsibilities associated with the post include dedicated project budgets of c£50m along with a CPO budget of c£100m.
- Along with a 600ha land portfolio, the GLA has inherited very significant debt obligations from the former London Development Agency, particularly as a consequence of the land acquisitions to secure the Olympic Park. He/she will be responsible for ensuring that the GLA's targets for realising capital receipts and other income from its property assets are achieved in order to service and repay this historic debt.

## **Person Specification**

Relevant senior level experience in development and project management, including high-level experience of complex development schemes

Professionally qualified, preferably a Chartered Surveyor, with substantial post-qualification experience at a senior level

Extensive experience of negotiating complex development agreements

Senior level expertise and evidence of contributing to the development of best practice in property/regeneration policy and practice

High-level understanding, appreciation and capability of operating within a high profile and political environment

## **Behavioural competencies**

### **Building and Managing Relationships**

...is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals

#### Level 4 indicators of effective performance

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners

### **Communicating and influencing**

...is presenting information and arguments clearly and convincingly so that others see us as credible and articulate and engage with us.

#### Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver in line with the GLA
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA
- Instils a corporate commitment to accessible communication

### **Decision Making**

...is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

#### Level 4 indicators of effective performance

- Makes difficult decisions for the long term benefit of the organisation
- Presents and instils confidence in strategic decision-making
- Consults stakeholders early in critical organisation-wide decisions
- Stands by the decisions and actions of the GLA
- Accepts and promotes accountability for the GLA's decision making
- Ensures the organisation balances effective risk management with the need for timely actions

#### **Strategic Thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### **Why is it important?**

We need to have a broad view, constantly scanning the horizon to identify current and future challenges and opportunities, helping us to promote and deliver organisational priorities more effectively.

#### Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA
- Translates an understanding of the compel and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflect the GLA's position as a regional authority

#### **Organisational Awareness**

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

#### Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact GLA priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the GLA, using their influence to support the GLA agenda
- Influences Londoners' perceptions of the GLA, using the Media where appropriate
- Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

#### **Planning and Organising**

..is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time to a high standard.

#### Level 4 indicators of effective performance

- Takes accountability for monitoring delivery of the GLA's commitments
- Uses quality assurance processes across the organisation as a feedback mechanism to improve performance
- Takes responsibility for ensuring tools and techniques are available for the effective management of programmes
- Realigns GLA objectives to respond to changing external and internal agendas
- Uses feedback from all sectors as a performance measure for GLA work

#### **Responsible Use of Resources**

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

#### Level 4 indicators of effective performance

- Explores different options for funding and income generation
- Sets budgets, understanding current costs and challenging teams to deliver greater efficiency
- Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources
- Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies
- Leads initiatives to identify and deliver efficiencies across the GLA Group and through partnership working

#### **Managing and Developing Performance**

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

#### Level 4 indicators of effective performance

- Creates an organisation that learns from experience
- Sets clear organisational objectives, cascading challenging yet achievable deliverables to directorates
- Identifies strategic level performance indicators and communicates these clearly
- Leads and sets an example for desired behaviour and performance for GLA staff
- Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best

#### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.